

Tuesday, October 07, 2008

STATE OF UTAH

WORKPLACE SECURITY OVERSIGHT COMMITTEE

Security Recommendations for State Facilities



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FORWARD

The problem of securing our work locations from violence is nothing new. For the years, the state has been looking at workplace security as a potentially devastating problem. If the bombing in Oklahoma, Columbine High School, or the events of September 11 happened in this state, would we be able to respond and recover? With this in mind, a comprehensive security program was developed to protect our employees and facilities from workplace violence. This state program has been a long time in coming and has taken several committees and many partnerships to get it completed but the results are finally in.

The State Workplace Oversight Security Committee in March of 1999 with the assistance of then Commissioner Craig Dearden of Public Safety, Former Director Raylene Ireland of Administrative Services, and Former Director Lynne Koga of the Governors Office of Planning and Budget, presented this program before the Governor and Cabinet Council. All the parties agreed that the state needed this program to help protect the vital interest of the state. They felt it would also help in the state in the future concerning security. It received their full support and blessing.

This program addresses three critical areas. First, it will address building security needs from the design and construction phase. It will place the buildings in five exposure categories. It then will give recommendations on requirements for each category. Second, it will address retrofits for building that are remodeled, with security being a key factor. Last, it will address human factors through training and awareness programs. The program included a media campaign aimed at self-awareness about security issues. In addition, the Division of Risk Management, the Department of Human Resource Management, and the Department of Public Safety developed a training program specifically on Workplace Violence that was presented to state employees. All of these programs continue to this day.

The time has come for us in this state to be not only an example, but also a model in how to protect our physical and human resources. Please make security a focal point of your upcoming Departments goals and in implement this security program.

UTAH DIVISION OF RISK MANAGEMENT RECOMMENDATIONS FOR ENHANCED WORKPLACE SECURITY INTRODUCTION

The Risk Manager for the State of Utah, after consultation with the Workplace Security Oversight Committee, developed the following recommendations to promote workplace safety. These recommendations provide information an agency may consider to improve the security for the public, state employees, and state facilities.

Using these recommendations, agencies can assess their security needs and develop solutions that address their individual situations and responsibilities. Compliance with these recommendations allowed an agency to qualify for a reduction in their insurance premiums. A security consultant from the Division of Risk Management has been assigned to help agencies in identifying security needs and recommending solutions.

The Risk Manager has made these recommendations pursuant to ULA 63A-4-206 to enhance safety and reduce risk at entity sites covered by the Risk Management Fund.

**STATE OF UTAH
DIVISION OF RISK MANAGEMENT**

AFTER CONSULTING WITH THE WORKPLACE SECURITY OVERSIGHT COMMITTEE DOES
HEREBY MAKE THE
FOLLOWING RECOMMENDATIONS
Pursuant to UCA 63A-4-2-20B

State Risk Manager Recommended Minimum Security Guidelines

1.0 Recommended Minimum Security Guidelines

Guidelines are for all state buildings and leased offices. The guidelines listed in the following sections fall into the categories of perimeter security, entry security, interior security, and security planning.

1.1 Perimeter Security

Perimeter security guidelines pertain to the areas outside the particular building or office. The perimeter might include parking areas, sidewalks, walls, hallways, or even a door. This will depend on the type of structure assessed.

Elements of perimeter security are:

- Parking
- Closed Circuit Television Monitoring
- Lighting
- Physical Barriers

1.2 Entry Security

Entrance Security Guidelines are those that relate to the entry of persons to a facility.

The areas of entry security are

- Receiving and Shipping
- Access Control
- Entrances and Exits

1.3 Interior Security

Interior security deals with secondary levels of control after people or things have entered the facility. Secondary levels of control are meant to control the criminal and terrorist activities.

The elements of interior security are:

- Employee and Visitor Identification
- Utilities
- Occupant Emergency Plans
- Day Care Centers

1.4 Security Planning

Security planning guidelines pertain to the long term planning and commitment to security needs, as well as examining other areas besides the immediate facility needs.

The elements of security planning are:

- Intelligence Sharing
- Training
- Tenant Assignment
- Administrative Procedures
- Construction and Renovation

2.0 Security Level for State Facilities

Due to the large variety in state owned and leased buildings, property can be divided into the five categories of security needs detailed below.

These levels include such characteristics as building size, number of state employees and degree of public access. This should not be the only criteria used. Final determination of a facility security level should only be made after looking at the variable factors that include threat assessment, local crime statistics, and the purpose of the agency and clients served

2.1 Level I

A level I facility has 30 or fewer state employees. It might also have:

- 2,500 or less square fee of office space; and
- Minimal contact with the public in a non-threatening role. Minimal contact would be 1 to 100 clients a day.

2.2 Level II

A level II facility has between 31 and 100 state employees. It might also have:

- 2,500 to 50,000 square feet; and
- A moderate level of public contact with a potential for being viewed as having a threatening role. Moderate would be 101 to 800 clients a day.
- Routine contact with the public.

A level II facility is larger in operation i.e. Department of Motor Vehicles Office or and urban Driver License Office.

2.3 Level III

A level III facility has between 100 and 300 state employees. It might also have:

- 50,000 to 80,000 square feet; and
- A moderate to high level of public contact (moderate to high would be 500+ clients a day) with a likelihood for hostility because of the nature of the agencies' responsibilities; and
- Tenants might include law enforcement or related agencies

A level III facility could be a rural court complex or a multi level complex that houses several state offices.

2.4 Level IV

A level IV facility has over 300 state employees. It might also have:

- 80,000 plus square feet; and
- High level of public contact and a high potential for violence because of the agencies' responsibilities; and (high levels would be 800+ clients a day)
- Tenants such as high risk law enforcement and intelligence agencies, Courts, and juridical offices.

2.5 Level V

A level V building has the same criteria as a level IV building and requires many of the same security features. However, the level V building has special needs that must be addressed because of the nature of work that is being done there. Due to these concerns, the requirements for these buildings need to be dictated by the agency responsible for the operation, such as the Department of Corrections.

3.0 Recommended Security Guidelines Chart

3.1 Perimeter

Security Levels					
Parking	I	II	III	IV	V
Control of facility parking	◆	◆	○	○	○
Control of parking in the surrounding lots	■	◆	◆	◆	○
Avoid leases where parking cannot be controlled	◆	◆	◆	◆	◆
Leases should provide security control for adjacent parking	■	◆	◆	◆	◆
Post signs and arrange for towing unauthorized vehicles	■	◆	○	○	○
ID system and procedures for authorized parking	■	◆	○	○	○
Adequate lighting for parking areas	○	○	○	○	○
Closed Circuit Television (CCTV) Monitoring					
CCTV surveillance cameras with time lapse video recording	■	◆	●	○	○
Post signs advising of 24 hour video surveillance	■	◆	●	○	○
Lighting					
Lighting with emergency power back up	○	○	○	○	○
Physical Barriers					
Extended physical perimeter with barriers (concrete and/or steel composition)	■	■	■	●	●
Parking barriers	■	■	◆	●	●

○ Minimum Standard

● Evaluated by Facility

◆ Desirable

■ Not Applicable

Recommended Security Guidelines Chart

3.2 Entry Security

Security Levels					
Receiving/Shipping	I	II	III	IV	V
Review receiving/shipping procedures (current)	○	○	○	○	○
Implement receiving/shipping procedures (modified)	○	○	○	○	○
Access Control					
Evaluate facility for security guard requirements	●	●	●	◆	○
Security guard patrol	■	●	●	◆	○
Intrusion detection system with central monitoring capability	■	●	○	○	○
Upgrade to current life safety standards (fire detection, fire suppression systems, etc.)	○	○	○	○	○
Entrances/Exits					
X-ray machines and Magnetometers (walk through metal detectors) at public entrances	■	●	●	◆	○
Require x-ray screening of all mail/packages	■	●	●	◆	○
Peep holes	■	●	●	◆	◆
Intercom	◆	◆	○	○	○
Entry control with CCTV and door strikes	●	●	○	○	○
High security locks	●	●	○	○	○

○ Minimum Standard

● Evaluated by Facility

◆ Desirable

■ Not Applicable

Recommended Security Guidelines Chart

3.3 Interior Security

Security Levels					
Employee/Visitor Identification	I	II	III	IV	V
Agency photo ID for all personnel displayed at all times	◆	◆	●	○	○
Visitor control/screening system	◆	●	○	○	○
Visitor identification system	◆	◆	●	○	○
Established ID Issuing authority	◆	◆	●	○	○
Utilities					
Prevent unauthorized access to utility areas	●	●	○	○	○
Provide emergency power to critical systems (alarms, radio communications, computer facilities, etc.)	○	○	○	○	○
Occupant Emergency Plans					
Examine occupant emergency plans and contingency procedures based on threats	○	○	○	○	○
Examine plans in place, updated annually, periodic testing exercises	○	○	○	○	○
Assign & train emergency plan officials (assignment based on largest tenant in facility)	○	○	○	○	○
Annual tenant training	○	○	○	○	○
Daycare Centers					
Evaluate whether to locate daycare facilities in building with high threat activities	●	○	○	○	○
Compare feasibility of locating daycare in facilities outside locations	●	○	○	○	○

○ Minimum Standard

● Evaluated by Facility

◆ Desirable

■ Not Applicable

Recommended Security Guidelines Chart

3.4 Security Planning

Security Levels					
	I	II	III	IV	V
Intelligence Sharing					
Establish law enforcement agency/security liaisons	○	○	○	○	○
Review/establish procedure for intelligence receipt/dissemination	○	○	○	○	○
Establish uniform security/threat terminology for all tenants or buildings	○	○	○	○	○
Training					
Conduct annual security awareness training	○	○	○	○	○
Establish standardized unarmed guard qualifications/training requirements	○	○	○	○	○
Establish standardized armed guard qualifications/training requirements	○	○	○	○	○
Tenant Assignment					
Co-Locate agencies with similar security needs	◆	◆	◆	◆	◆
Do no co-locate high/low risk agencies	◆	◆	◆	●	●
Administrative Procedures					
Establish flexible work schedules in high threat areas to minimize exposure to criminal activity	●	●	●	●	●
Arrange for employee parking in/near building after normal work hours	◆	◆	◆	◆	◆
Conduct background security checks or establish control procedures for service contract personnel	●	○	○	○	○
Construction Renovation					
Install blast resistant film on all exterior windows	◆	◆	●	○	○
Review projects for federal blast standards	○	○	○	○	○
Review/establish uniform standards for construction	○	○	○	○	○
Review/establish new design standard for blast resistance	○	○	○	○	○
Establish street set-back for new construction	◆	●	○	○	○

○ Minimum Standard

● Evaluated by Facility

◆ Desirable

■ Not Applicable

4.0 Details for the Recommended Minimum Security Guidelines

Parking	
Item: Control of Facility Parking	
Recommendation: Access to government parking should be limited to government vehicles and personnel. At a minimum parking should be assigned and marked.	
Item: Control of Adjacent Parking	
Recommendation: Where possible parking should also be controlled to limit the exposure of threats against facilities and personnel from criminal activity.	
Item: Avoid leases where parking cannot be controlled	
Recommendation: Leases should allow controlled parking. When not possible they should look at relocating.	
Item: Lease should provide control for adjacent parking	
Recommendation: Security guard services should be included in the lease.	
Item: Post signs and arrange for towing unauthorized vehicles	
Recommendation: The public should be informed of authorized parking and if unauthorized parking is found the vehicle should be towed.	
Item: ID system and Procedures for authorized parking	
Recommendation: Vehicle and parking spaces should be identified and marked.	
Item: Adequate lighting for parking areas	
Recommendation: Lighting promotes safety and deters crimes.	

Closed Circuit Television Monitoring (CCTV)	
Item: CCTV surveillance cameras with time lapse recording	
Recommendation: 24 Hour CCTV surveillance and recording is desirable at allocations. This should include time-lapse recording. Requirements would depend on the assessment of a security level.	
Item: Posted signs advertising 24 hour surveillance	
Recommendation: Signs act as a deterrent in stopping crime and protecting employees.	

Details for the Recommended Minimum Security Guidelines

Lighting

Item: Emergency lighting power backup

Recommendation: Safe evacuation of buildings in all types of emergencies is enhanced with emergency lighting. This is code in most areas.

Physical Barriers

Item: Physical perimeter with barriers

Recommendation: This measure only needs to be looked at where the government controls the property. There should also be no physical constraints.

Item: Parking barriers

Recommendation: This stops unauthorized vehicles.

Receiving & Shipping

Item: Review current procedures

Recommendation: Check current procedures and look at ways to enhance security.

Item: Implement modified procedures

Recommendation: Implement the enhanced security changes.

Access Control

Item: Evaluate for security guards

Recommendation: If guards are required, the size of the facility, operation hours, and risk factors should be looked at.

Item: Security Patrol

Recommendation: Desirable for all levels. Can be a lease option in Level I and II. For higher levels, it will depend on the facility evaluation.

Item: Intrusion alarm with central monitoring

Recommendation: Optional in level I and II. For higher levels, it will depend on the facility evaluation.

Item: Current life safety guidelines

Recommendation: Required for all facilities as part of the DFCM design requirements.

Details for the Recommended Minimum Security Guidelines

Entrances & Exits	
Item: X-ray and magnetometers at public entrances	
Recommendation: Required for level V. Optional for levels III and IV.	
Item: Requiring X-ray of all mail and packages	
Recommendation: All packages should be screened or visually checked.	
Item: Peepholes	
Recommendation: Easy and effective for visual recognition, especially in small offices.	
Item: Intercoms	
Recommendation: Effective communication tool, very effective with peepholes.	
Item: Entry control with CCTV cameras and door strikes on public entrances.	
Recommendation: Allows employees to view and communicate with visitors before granting entry to level I and II facilities. Higher levels have entry screening locations.	
Item: High security locks	
Recommendation: All exterior Entrances should have a high security lock as determined by DFCM requirements.	

Employee & Visitor Identification	
Item: Agency photo identification for all personnel displayed at all times	
Recommendation: May not be required in smaller facilities.	
Item: Visitor control system	
Recommendation: Visitors should be readily apparent, i.e. visitors check in with a guard, must have an escort, and have a badge.	
Item: Visitor accountability system	
Recommendation: Stringent methods of control over visitor badges will ensure the visitors have been screened.	
Item: Establish identification issuing authority	
Recommendation: Develop procedures and establish authority for issuing identification.	

Details for the Recommended Minimum Security Guidelines

Utilities

Item: Prevent unauthorized access to utility areas

Recommendation: When possible, make sure utility areas are secured and only authorized people have access.

Item: Provide emergency backup power

Recommendation: The tenant should determine what computer and communication systems require emergency power. All alarms, entry devices, fire detection systems, and CCTV monitors require this function.

Tenant Assignment

Item: Co-locate agencies with similar security needs

Recommendation: Agencies with similar security needs should be put in the same buildings to best utilize available equipment.

Administrative Procedures

Item: Establish flexible work schedules

Recommendation: Flexible work schedules enhance employee safety by staggering how many employees might be on a sight, and allowing parking closer to the building.

Item: Arrange parking near the building after hours

Recommendation: Minimize criminal activity by allowing employees to park closer to the building.

Item: Conduct background checks or security control procedures for service contract workers

Recommendation: Establish security procedures so contract personnel are not in high-risk areas alone. This could be sign in and sign out, escorts, or background checks.

Details for the Recommended Minimum Security Guidelines

Construction or Renovation	
Item: Install shatter protection for the windows	
Recommendation: Windows should have shatter resistant material installed to prevent flying glass in case of explosion or impact.	
Item: Review projects for blast guidelines	
Recommendation: Design and construction of projects should be reviewed so that current blast guidelines and technology can be put in place.	
Item: Review and establish construction guidelines	
Recommendation: Review and establish uniform guidelines to all new construction.	
Item: Establish street set back for new construction	
Recommendation: Every foot between a bomb and the building will reduce damage and increase survival. Street set back is desirable in all buildings but should be used in conjunction with barriers for levels IV and V.	

Acknowledgements

A special thanks needs to go out too those that have taken years to devote their time and energy to this program, and for their continued effort to see that we protect not only state property and its citizen, but provide a safe environment to live.

Members of the 1995 Sub cabinet Committee were instrumental in getting things moving. They included D. Douglas Bodero, Karen Suzuki –Okabe, Rod Betit, and Rod Morrelli. These people along with many others that worked with them prepared the first report and determined there was a need to address security a formulated a plan to accomplish this.

Following along with this plan the State Oversight Security Committee was formed, and proceeded to prepare the Security Recommendations Program that we have today. The committee was dedicated to the protection of state facilities and personnel and spent countless hours in reaching this goal.

We would also like to thank the members of the Department of Emergency Services and Homeland Security, who have taken on the task of protecting not only state property but also the vital infrastructure needs of the state. With this additional help, the security needs of the state and its citizens will be met for years to come.

1999 State Oversight Security Committee

Chairpersons		Stu Smith	DESHS
		Steve Hewlett	DRM
Judy Hamaker-Mann	DPS	Sandra Naegle	GOPB
Jeff Rose	DRM	Lt. Bruce Riches	DPS
		Bruce Whittington	DFCM

State workplace Security Oversight Committee History

Statistics show that crime and violence in the workplace continue to be a problem in the United States. Significant numbers of violent actions each year are directed toward federal and state governments. These two trends combine to pose serious challenges for state employees and state facilities.

In 1995, the Vulnerability Assessment of Federal Facilities Report was issued in response to the bombing in Oklahoma City. Members of Utah's Workplace Safety and Security Sub-Cabinet Committee studied the problem in this state and issued a report to the Executive Appropriation Committee in 1996. As it became clear that a response to workplace violence must be a broad, multi-agency approach, and oversight committee was organized to study and educate state agencies about the issue workplace violence and offer practical solutions to these challenges. The Oversight Committee is composed of representatives from Risk management, the Division of Facilities Construction and Management, the Office of Planning and Budget, and Public Safety.

The Committee's mission is to "*promote workplace safety through standardized facility security guidelines, administrative security practices, employee security training, and increased awareness of the potential for workplace violence*". The Oversight Committee began to address the issue of workplace violence and promote workplace safety through security surveys, training, and the development of security level recommendations.

Security Surveys

A survey was sent to all state agencies to evaluate existing levels of security. The results provided valuable information on the status of security in buildings throughout the state. By identifying areas of concern, as well as areas that already, have adequate levels of security. The information gained provided a starting place for agencies to begin addressing security problems.

Training

The committee focused its efforts on developing training to assist agencies. The Department of Human Resource Management created the Workplace Violence Training while the Division of Risk management developed training the areas of security policy and management. This training enabled agencies to evaluate many of their own security needs and prepare their employees to manage acts of workplace violence.

Security Level and Recommendations

Using the Department of Justice's *Vulnerability Assessment of Federal Office Buildings*, the Oversight Committee developed security levels and accompanying recommended standards. A copy of these standards is attached. All state facilities will be classified into security level based on the occupying agency responsibilities, interaction with the public, location, etc. Each level has its own corresponding minimum standard to assist agencies in developing their own security programs.

The position of Security Consultant was funded by the 1998 Legislature in the Division of Risk Management to provide consultation services on security design, future construction, and remodeling. Jeff rose was named to the position and is available to assist agencies as needed. The position while funded by the Division of Risk Management is to be utilized by DFCM in planning, construction and retrofit stages. The Department of Public Safety will also be using the position in handling workplace violence or emergencies involving state building and employees. This will allow for better avenues of communication and quicker response between different government agencies.

Cost

The Physical costs of workplace violence, such as repairing a building, are just a portion of the total cost incurred by violent acts. The risk Manager of the state of Oklahoma estimates that the total loss to the state from the bombing of the Murrah Federal Building is in excess of one billion dollars. This figure includes not only the costs for replacement, but also the loss of life, loss of revenue from businesses, subsequent loss of taxes, and the cost of the psychological, and social services to help people deal with the trauma they experienced. While Okalahoma is an extreme case, it is clear that the costs of workplace violence go far beyond damage to facilities. All of these potential losses should be considered in addressing the costs associated with workplace violence and security. When considering the high cost that violence can cause, prevention truly is the least expensive option. Many low-cost solutions can increase security dramatically.

Conclusion

There is no single quick fix to the problem of workplace violence. Security and workplace violence must be addressed simultaneously on various levels if a comprehensive solution is to be found. For example, increased awareness for potential problems must be accomplished through staff training. Increased lighting and improved security systems may be needed in some buildings. Risk assessments based on the nature of the agency's purpose, its location, its clientele, etc. need to be performed and individual building or agency plans developed. All of these elements are necessary, since no single action can address the problem adequately. Multiple approaches to the workplace violence can enable agencies to address the problem in a comprehensive fashion and enhance the safety of state employees and the public.